

## WHAT IS CLAIMED IS:

1. A method for determining a business value of a business case to an organization, comprising:

receiving input of cost information to implement said

5 business case;

second receiving input of financial benefit information estimating a financial benefit afforded by adoption of said business case;

third receiving input of risk information estimating a risk 10 associated with adoption of said business plan;

fourth receiving input of strategic impact of adoption of said business plan on one or more strategic goals of said organization;

fifth receiving input of intangible impact of adoption of 15 said business plan;

computing said business value in conformity with said cost information, financial benefit information, risk information, intangible impact and strategic impact information;

gathering data for estimating a variation of actual values 20 corresponding to one or more of said cost information, financial benefit information, risk information and strategic impact information; and

updating said computed business value in conformity with said gathered data.

2. The method of Claim 1, wherein said gathering gathers confidence parameters reflecting confidence in one or more of said cost information, financial benefit information, risk information, intangible impact and strategic impact information, in response to user input from users providing objective evaluation of said actual values against said input cost information, financial benefit information, risk information and strategic impact information.

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3. The method of Claim 1, wherein said gathering gathers volatility parameters reflecting a volatility of one or more of said cost information, financial benefit information, risk information, intangible impact and strategic impact information, and further comprising performing a statistical analysis on said computed business value in conformity with said volatility parameters, whereby said business value is adjusted for evaluation against other business cases.

20 4. The method of Claim 3, wherein said statistical analysis comprises a real options analysis.

5. The method of Claim 1, wherein said gathering gathers  
interdependency parameters reflecting a variation of one or more  
of said cost information, financial benefit information, risk  
information, intangible impact and strategic impact information,  
5 as a function of adoption of one or more other business cases.

6. The method of Claim 1, wherein said gathering gathers  
historical data reflecting a variation of one or more of said  
cost information, financial benefit information, risk  
10 information, intangible impact and strategic impact information  
after adoption of said business cases, whereby said business  
case is evaluated on an on-going basis.

7. The method of Claim 1, further comprising:  
15 repeating said steps of first receiving, second receiving,  
third receiving, fourth receiving, fifth receiving and computing  
for each of a plurality of business cases;  
receiving sixth input of a fixed acceptable risk value; and  
selecting an efficient portfolio maximizing a total of said  
20 financial benefit information from a total of said cost  
information.

8. The method of Claim 1, wherein said gathering comprises:

providing a series of questions relating to one or more of  
said cost information, financial benefit information, risk  
information, intangible impact and strategic impact information,

5 wherein each of said questions has an answer selectable from a  
list of answers, and wherein each of said answers has an  
associated weighted value for adjusting an associated one of  
said cost information, financial benefit information, risk  
information, intangible impact and strategic impact information;

10 and

collecting said weighted values selected in response to  
said series of questions, whereby said variation is estimated in  
conformity with said collected weighted values.

## 9. The method of Claim 8, further comprising:

issuing said series of questions to a plurality of system users, and wherein said collecting collects said weighted values from responses of said plurality of system users; and

5 averaging said weighted values for each of a plurality of sets of questions, each set of questions relating to one of said cost information, financial benefit information, risk information, intangible impact and strategic impact information, and wherein said updating updates each of said cost information, 10 financial benefit information, risk information, intangible impact and strategic impact information in conformity with results of said averaging.

## 10. The method of Claim 1, further comprising:

15 repeating said steps of first receiving, second receiving, third receiving, fourth receiving, fifth receiving and computing for each of a plurality of business cases; and generating a graphical depiction of placement of said computed business values versus risk, whereby a system user can 20 view the relative merits of said plurality of business cases.

11. A computer system comprising a processor for executing program instructions and a memory coupled to said processor for storing program instructions and data, wherein said program instructions comprise program instructions for:

5 receiving input of cost information to implement said business case;

second receiving input of financial benefit information estimating a financial benefit afforded by adoption of said business case;

10 third receiving input of risk information estimating a risk associated with adoption of said business plan;

fourth receiving input of strategic impact of adoption of said business plan on one or more strategic goals of said organization;

15 fifth receiving input of intangible impact of adoption of said business plan;

computing said business value in conformity with said cost information, financial benefit information, risk information and strategic impact information;

20 gathering data for estimating a variation of actual values corresponding to one or more of said cost information, financial benefit information, risk information and strategic impact information; and

updating said computed business value in conformity with  
said gathered data.

12. The computer system of Claim 11, wherein said program  
5 instructions for gathering gather confidence parameters  
reflecting confidence in one or more of said cost information,  
financial benefit information, risk information, intangible  
impact and strategic impact information, in response to user  
input from users providing objective evaluation of said actual  
10 values against said input cost information, financial benefit  
information, risk information and strategic impact information.

13. The computer system of Claim 11, wherein said program  
instructions for gathering gather volatility parameters  
15 reflecting a volatility of one or more of said cost information,  
financial benefit information, risk information, intangible  
impact and strategic impact information, and further comprising  
program instructions for performing a statistical analysis on  
said computed business value in conformity with said volatility  
parameters, whereby said business value is adjusted for  
20 evaluation against other business cases.

14. The computer system of Claim 13, wherein said program instructions for performing said statistical analysis comprise program instructions for performing a real options analysis.

5   15. The computer system of Claim 11, wherein said program instructions for gathering gather interdependency parameters reflecting a variation of one or more of said cost information, financial benefit information, risk information, intangible impact and strategic impact information, as a function of  
10   adoption of one or more other business cases.

16. The computer system of Claim 11, wherein said program instructions for gathering gather historical data reflecting a variation of one or more of said cost information, financial  
15   benefit information, risk information, intangible impact and strategic impact information after adoption of said business cases, whereby said business case is evaluated on an on-going basis.

17. The computer system of Claim 11, further comprising program instructions for:

repeatedly executing said program instructions for first receiving, second receiving, third receiving, fourth receiving, fifth receiving and computing for each of a plurality of business cases;

receiving sixth input of a fixed acceptable risk value; and selecting an efficient portfolio maximizing a total of said financial benefit information from a total of said cost information.

18. The computer system of Claim 11, wherein said program instructions for gathering comprise program instructions for:

providing a series of questions relating to one or more of said cost information, financial benefit information, risk

5 information, intangible impact and strategic impact information, wherein each of said questions has an answer selectable from a list of answers, and wherein each of said answers has an associated weighted value for adjusting an associated one of said cost information, financial benefit information, risk

10 information, intangible impact and strategic impact information; and

collecting said weighted values selected in response to said series of questions, whereby said program instructions for updating estimate said variation in conformity with said

15 collected weighted values.

19. The computer system of Claim 18, wherein said program instructions further comprise program instructions for:

issuing said series of questions to a plurality of system users, and wherein said program instructions for collecting 5 collect said weighted values from responses of said plurality of system users; and

averaging said weighted values for each of a plurality of sets of questions, each set of questions relating to one of said cost information, financial benefit information, risk 10 information, intangible impact and strategic impact information, and wherein said program instructions for updating update each of said cost information, financial benefit information, risk information, intangible impact and strategic impact information in conformity with results of said averaging.

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20. The computer system of Claim 11, wherein said program instructions further comprise program instructions for:

repeatedly executing said program instructions for first receiving, second receiving, third receiving, fourth receiving,  
5 fifth receiving and computing for each of a plurality of business cases; and

generating a graphical depiction of placement of said computed business values versus risk, whereby a system user can view the relative merits of said plurality of business cases.

21. A computer program product comprising a signal-bearing media encoding program instructions for execution within a general-purpose computer system, wherein said program instructions comprise program instructions for:

5 receiving input of cost information to implement said business case;

second receiving input of financial benefit information estimating a financial benefit afforded by adoption of said business case;

10 third receiving input of risk information estimating a risk associated with adoption of said business plan;

fourth receiving input of strategic impact of adoption of said business plan on one or more strategic goals of said organization;

15 fifth receiving input of intangible impact of adoption of said business plan;

computing said business value in conformity with said cost information, financial benefit information, risk information and strategic impact information;

20 gathering data for estimating a variation of actual values corresponding to one or more of said cost information, financial benefit information, risk information and strategic impact information; and

updating said computed business value in conformity with  
said gathered data.

22. The computer program product of Claim 21, wherein said  
5 program instructions for gathering gather confidence parameters  
reflecting confidence in one or more of said cost information,  
financial benefit information, risk information, intangible  
impact and strategic impact information, in response to user  
input from users providing objective evaluation of said actual  
10 values against said input cost information, financial benefit  
information, risk information and strategic impact information.

23. The computer program product of Claim 21, wherein said  
program instructions for gathering gather volatility parameters  
15 reflecting a volatility of one or more of said cost information,  
financial benefit information, risk information, intangible  
impact and strategic impact information, and further comprising  
program instructions for performing a statistical analysis on  
said computed business value in conformity with said volatility  
20 parameters, whereby said business value is adjusted for  
evaluation against other business cases.

24. The computer program product system of Claim 23, wherein said program instructions for performing said statistical analysis comprise program instructions for performing a real options analysis.

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25. The computer program product of Claim 21, wherein said program instructions for gathering gather interdependency parameters reflecting a variation of one or more of said cost information, financial benefit information, risk information, 10 intangible impact and strategic impact information, as a function of adoption of one or more other business cases.

26. The computer program product of Claim 21, wherein said program instructions for gathering gather historical data reflecting a variation of one or more of said cost information, financial benefit information, risk information, intangible 15 impact and strategic impact information after adoption of said business cases, whereby said business case is evaluated on an on-going basis.

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27. The computer program product of Claim 21, further comprising program instructions for:

repeatedly executing said program instructions for first receiving, second receiving, third receiving, fourth receiving, 5 fifth receiving and computing for each of a plurality of business cases;

receiving sixth input of a fixed acceptable risk value; and selecting an efficient portfolio maximizing a total of said financial benefit information from a total of said cost 10 information.

28. The computer program product of Claim 21, wherein said program instructions for gathering comprise program instructions for:

providing a series of questions relating to one or more of  
5 said cost information, financial benefit information, risk information, intangible impact and strategic impact information, wherein each of said questions has an answer selectable from a list of answers, and wherein each of said answers has an associated weighted value for adjusting an associated one of  
10 said cost information, financial benefit information, risk information, intangible impact and strategic impact information; and

collecting said weighted values selected in response to said series of questions, whereby said program instructions for  
15 updating estimate said variation in conformity with said collected weighted values.

29. The computer program product of Claim 28, wherein said program instructions further comprise program instructions for:

issuing said series of questions to a plurality of system users, and wherein said program instructions for collecting  
5 collect said weighted values from responses of said plurality of system users; and

averaging said weighted values for each of a plurality of sets of questions, each set of questions relating to one of said cost information, financial benefit information, risk  
10 information, intangible impact and strategic impact information, and wherein said program instructions for updating update each of said cost information, financial benefit information, risk information, intangible impact and strategic impact information in conformity with results of said averaging.

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30. The computer program product of Claim 21, wherein said program instructions further comprise program instructions for:

repeatedly executing said program instructions for first receiving, second receiving, third receiving, fourth receiving,  
20 fifth receiving and computing for each of a plurality of business cases; and

generating a graphical depiction of placement of said computed business values versus risk, whereby a system user can view the relative merits of said plurality of business cases.